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LIM 537/ Legal, Ethical, and Strategic Fundamentals for Library Management

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Scenario: Tools for Schools

Community Description: Fontana, CA

Economic and Business Data

The City of Fontana prides itself on the "below-average unemployment rate" (Fontana, n.d.) making it one of the fastest-growing cities in the state. Civic Dashboards, places Fontana with the 19th lowest unemployment rate in California in 2018 at 3.7%. This is a significant low in the past decade, 2010 put unemployment rates at 14.7%, which "generally followed the recovery trend at the State and County level" (City Council, 2018).

The Fontana Adopted Operating Budget for the 2020-2021 fiscal year (please see Appendix A) shows revenues that support the city are derived primarily from sales tax (35.4%) and property tax (27.7%). Less than 10% of revenue is derived from each: interest & rentals, franchise fees, business-related, development- related, recreation, motor vehicle in-lieu, reimbursable, other agencies, and "other".

Demographic Data

The City of Fontana is separated into three zip codes, though locals will refer to Fontana in two zones, North and South Fontana. North Fontana consists of new communities and young families – many communities of which are still under construction; South Fontana is made up of older homes with multigenerational families living within. The City of Fontana has a population

of 213,739, with a diverse racial make-up. Sixty-nine percent of the population is made up of Hispanic residents, 13% white, 8% Black or African American, 6% Asian, less than 1% Native American, Alaska Native or Native Hawaiian, and 2% identifying as multi-racial (see Appendix A). Data USA (2019) found that although Fontana is diverse with 14% of residents being non-citizens, 0% reported a non-English language as their primary language

The City of Fontana Business Resource Center (n.d.) found that 19.5% of the population reported a household income between $50,000-$74,999, with an average of $76,910, and 13% living in poverty. The U.S. Census stated that in 2019, the median household income was $72,918, as housing communities have grown and young families move in, it can be determined that the median income will continue to increase. Sixty-six percent of residents aged 16 and up are currently employed in the civilian labor force and less than 3% reported being Veterans as of 2019. With 59,433 housing units in 2019, only 65% were occupied by the owner, and 35% of housing units were occupied by renters (Fontana, n.d.-b). Approximately 4 people reside in each household.

Residents are primarily aged under 5 years to 65, and roughly 8% of the population is made up of seniors aged 65 and over. While only 61% of the population is over the age of 18 and 23% are under the age of 14. The City has an average age of 32 years, with a child dependency ratio of 46.1 (U.S. Census, 2019), as young families continue to move to Fontana, the average age will remain roughly the same and the population of children 18 and younger will continue to increase, increasing rates of school enrollment.

For 2019, the U.S. Census found that 31% of the population aged 3 and over were enrolled in school, ranging from preschool to graduate/professional school; with 22% of the

population enrolled in a K-12 school - approximately 37,135 of the students enrolled in the Fontana Unified School District alone, that is only one of the six school districts serving Fontana. Between 2015-2019, the U.S. Census shows that 75.5% of adults had received a high school diploma or higher, 18% of which had obtained at least a bachelor's degree.

The City of Fontana has three San Bernardino County Library (SBCL) locations, the "main" library, Lewis Family Library in the downtown district doubling as a library and technology center. Two of SBCL locations are partnered and located inside of schools; Summit High School which is in North Fontana and Kaiser High School in South Fontana. The city website for education states that "there are various districts that serve our community" (n.d.), with 6 districts serving K-12 students, in a strategic partnership titled "Fontana Mayor's Education Coalition."

Political Information

A major project that is calling a lot of attention to the City is a warehouse project implemented by Mayor Acquanetta Warren. Warren was elected as Mayor for the city of Fontana in December 2010 and has since been re-elected in 2014 and 2018. Though 54 warehouses (around 16 million square feet) have been built in the city in the past decade, a majority were constructed during her term as Mayor, earning and priding herself on the nickname "Warehouse Warren" (Esquivel, 2019). Many of the warehouses neighbor and sit right next to homes, "some 100 feet or less from property lines" (Esquivel, 2019).

With several warehouse projects slated to start, the approval for an approximate 3.6 million square foot warehouse project, consisting of seven buildings (see Appendix A) known as

the West Valley Logistics Center, is the most controversial. The new West Valley Logistics Center is to be built among the already existing 20 warehouses that have been built within a mile of the project site, a low-income, heavily populated area, and in the proximity of several schools (Nelson, 2021).

Though the West Valley Logistics Center will provide the city with a benefit fee of $3.2 million (Ingold, 2020), it is not without consequence. Officials have expressed concern about the diminishing air quality and the risk it has on residents' health, particularly elevated asthma and cancer risks, that follow increased pollution due to diesel truck traffic (Esquivel, 2019). Pollution rates have been on the rise since the warehouse project began, a decade ago, with a high of 89 consecutive days of unhealthy air quality in 2020 (Vargas, 2021).

Funding of this project is not immediately known, though West Valley Logistics Center Specific Plan state that funding may be provided by "Community Facilities District, or other special districts, to provide funding for the construction of a variety of public facilities and the provision of public services" (City of Fontana, 2018), possibly impacting library funding. Residents of Fontana have expressed dismay for their diminishing quality of life due to this project. One resident reported that "she doesn't go outside unless she has to" (Esquivel, 2019). With residents fearing leaving their homes due to pollution, libraries, particularly the South Fontana and Downtown location will see a decrease in patronage. Luckily, State Attorney General Rob Bonata has stepped in to block the construction of the West Valley Logistics Center and filed a writ of memorandum against the city for a violation of the California Environment Quality Act, which was filed Friday, July 23, 2021 (People of the State of California v. City of Fontana, 2021).

Social Issues

The warehouse project implemented by Mayor Warren is a highly controversial political issue for both the city and state, though it adds to existing traffic social issues. With Fontana being the second-largest city in San Bernardino County and the 19th largest in the state, traffic is an undeniable factor (Fontana, n.d.-b). As an influx of diesel trucks will begin to visit the new warehouse locations' 893 trailer parking spaces and 1,332 passenger vehicle spaces (Fontana, n.d. -w) the city can expect approximately 114 truck trips daily and 272 passenger trips as the warehouse is expected to run "round-the-clock" (Nelson, 2021).

In addition to the traffic concern related to the construction of the West Valley Logistics Center, many residents of Fontana who are on the Nextdoor app, have expressed concerns with the illegal street racing that occurs on multiple surface streets and Interstate 210. The issue has become so prominent, Fontana Police Department has created a unit known as Street Racing Detail in effort to crack down on illegal street racing that occurs every weekend.

Library

The mission of SBCL states that they are "a dynamic network of 32 branch libraries that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all people who call San Bernardino County Home" (San Bernardino County Library, n.d.). Of the multiple branches, three reside in the City of Fontana - Kaiser, Summit, and Fontana Lewis Library & Technology Center Branches. Library programming, locations, and the catalog can be found at sbclib.org.

The Fontana Lewis Library & Technology, being the largest branch and not sharing a space, provide multiple programs and events catered to the residents of Fontana. While the library is still recovering from a year of restrictive services, programming is not fully available. However, as a former employee some of the programs that were available prior to the COVID-19 pandemic, include tax services through the County in both English and Spanish - catering to the large Hispanic community, Lego Mindstorms - a coding program for children and young adults, DCSS - a partnership with the Department of Child Support Services providing general support for the community that required it, along with various story times and events held throughout the year.

Funding for the three Fontana Branches is part of the San Bernardino County overall budget. Total recommended library expenditures (staffing, operating, and capital) for the 2021-2022 fiscal year came out to $27,024,024. Revenue (taxes, state/fed/other government, fee/rate, and "other") for the library totals $20,976,385 (San Bernardino County, 2021, p. 161). SBCL has a total of 1 million items in the catalog, according to the recommended budget. However, the collection and staff size of the branches are not available.

Stakeholders of SBCL include:

- **County Taxpayers:** high power and low-interest stakeholders. Though they are required to pay taxes, it is up to the taxpayers to vote on bills that determine directly where their tax money is going. If taxpayers are dissatisfied with the library system, they have the option to choose against future library funding. Negatively impacting collections, staffing, and community events funded by SBCL.

- **Users:** can be classified as high power and high-interest stakeholders. Users have a vested interest in the library and the services they provide. Maintaining user satisfaction ensures the success of current and future services and programming provided by the library.
- **Potential Users:** much like current users, potential users have high power, but are low-interest stakeholders. The library must stay ahead of trends, aiming content at the potential new users, which provides them with high power. However, as they are unaware that the library is trying to attract them, there is little interest. The library will be positively impacted when these potential users, visit and use the library.
- **Library Staff:** classified as low power but are high-interest stakeholders. While management respects and hears the opinions and suggestions of staff, being that they work with the community every day, staff has no input on the disbursement of funds, programming, or building the collection. Staff is often the last to be informed of any changes to the library, sometimes even after the public has been informed. Though the staff is extremely important in assisting with projects.

Strategic Plans

The General Plan for Fontana (see Appendix A) states that the city is an "opportunity city" welcoming diverse employment opportunities and a prosperous, safe, healthy, and thriving community with agriculture at its center. To complete this strategy, Fontana plans to revitalize the downtown area as a mixed-use framework, transform the main boulevard with transit-oriented development, reduce the overall traffic congestion and create sustainable, energy-

efficient “green” practices, among promoting healthy lifestyles and providing more job opportunities for its residents (Fontana, 2018).

While a San Bernardino County Library strategic plan was not readily available. SBCL plans to invest in modernization and expansion of public libraries to “provide programs and facilities that ensure equitable access to information and digital technology, provide places and activities for people to connect with other people, promote literacy and reading for pleasure for children and adults, and foster a culture of creativity, innovation, and collaboration” for libraries operating in unincorporated areas and contract cities and towns (San Bernardino County, 2020).

A Look Into the Future: Major Trends in Fontana

Redevelopment of Fontana

Fontana Forward, provides a General Plan for the city that began in 2015, mapping out the "physical and economic development over the next 20 years" (Fontana, 2018 -g). The city of Fontana looks to redevelop older Fontana by revitalizing the downtown into a mixed-use (see Appendix A), cultural hub- creating a "live-work-play-study destination" (Fontana, 2018 -g). The goal of a Downtown destination is to connect people with places, support education and career growth, and ultimately to "create reasons and places for the community to gather and join together" (Fontana, 2018 -d).

Potential impact of revitalizing downtown will have the city of Fontana flourish. By providing the community with a relevant destination, residents of the Fontana and surrounding cities will help to sustain the city in economic, social and cultural growth. The current Downtown area has been generally thought of as an unrefined, slum area. As the City brought forth the framework for Fontana Forward, the community "overwhelmingly embraced" (Fontana, 2018 -d) the plans for revitalization that respects historic preservation. With Downtown major street Sierra Avenue being central to the City, revitalizing the area as a walkable cultural hub adds to the already existing traffic concerns expressed by Fontana residents.

Workforce

The Warehouse Project implemented by Mayor Acquanetta is upon the most controversial, as warehouses are quickly taking over the Southern area of Fontana. Development of unused acreage emphasizes the prosperity and economic well-Being of the City, while retaining future job-creating sectors (Fontana, 2018 -e). The diversified economy has positive impacts on the community by providing residents the ability to work where they live. Negative

impacts, by the residents of the City through social media platforms, such as Nextdoor, express that building warehouses in close proximity to schools will have negative effects on air quality and on their school aged children. Visibility of warehouses and its employees during school hours, provides students with the idea that "that is all there is," meaning that opportunities for self-growth ceases within the city limits.

Education

The City of Fontana promotes and supports lifelong learning, with 84 schools in the city across several districts. The City has partnered with several organizations and formed an Education Coalition, "an intentional network of schools, businesses, and local leaders committed to helping prepare students in the city for current and future job and career opportunities" (Fontana, n.d. -e). Partnerships created by the Education Coalition provide opportunities for school aged children in Fontana to succeed despite the City having "lower levels of average education achievement than state averages" (Fontana, 2018 -e). Implementation of the coalition will positively counteract worries of the negative effect residents fear the Warehouse Project will have on students.

San Bernardino County Library Strategic Plan

Without a city library, San Bernardino County Library (SBCL) provides services to Fontana who looks to "strengthen [the] connection between Lewis library and the Downtown" (Fontana, 2018 -d) while reinvigorating Fontana. Strengthening the relationship between SBCL and Fontana before the revitalization of downtown could allow the Lewis Library to "play a much more significant role in anchoring and activating the Civic Park area and help stimulate the growth of the downtown" (Fontana, 2018 – d). While SBCL does provide the City with programing aimed to the Spanish speaking community of Southern Fontana, a stronger

relationship will allow for SBCL to become more acquainted with the new residents and cater to their needs.

The Lewis Library has a central location in Fontana's Downtown district, however, with its entrance facing away from Sierra Avenue, making it difficult for residents walking the downtown district to visit. "With some creative and bold moves, Lewis Library could play a much more significant role in anchoring and activating the Civic Park are" (Fontana, 2018 -d) stimulating the growth of Downtown as a cultural hub.

Though the Warehouse Project has been criticized by residents of Fontana, there is no denying that it is providing residents with more local job opportunities and further diversifying the economy. The City is aware of concerns residents have regarding school age children being among blocks of warehouses believing this is their future. For that, Fontana makes educational achievement a "high civic priority and encourages youth to develop entrepreneurial traits" (Fontana, 2018 -d). In order to create a complete community, the City looks to strengthen community institutions and seek out partnerships with government agencies.

While strengthening the City relationship with SBCL will benefit the growth of Downtown, the Education Coalition has the opportunity to partner with the library system to maximize a positive presence in and out of education institutions. The Education Coalition is committed to "helping business grow and creating lifelong opportunities for the next-generation" (Fontana, n.d. -e), mirroring the vision for SBCL "we envision adding to the quality of life and strengthening the community…by being a partner, an educator…and guide upon which the public, educational institutions…can rely for…lifelong opportunities…" (San Bernardino County Library, n.d.).

Programming provided by the library to support education and workforce needs could include outreach, with school visits – providing resources on demand for students who are unable to visit the physical location. Resources on demand could be database instruction, how to use Career Online, Job Now, and Test Preparation for students who would like to prepare or explore higher education options. Lewis Library should also consider programming at the library that will prepare young adults for higher education and professional opportunities – including college preparation resources and guest speakers or recruiters from universities and employers outside of the industrial sector, providing the younger population of Fontana with more opportunities for growth.

Scenario: Tools for Schools

Background

Lifelong learning is among the most important values of the city of Fontana. This can be observed in the partnerships it has created to form the Education Coalition to prepare students for future career opportunities. Fontana views itself as a leader in education achievement with 85 K-12 schools and a community college campus within its city limits. However, the Education Coalition supports the advancement in careers so that students can eventually "work where they live" (Fontana, 2018 -g), mitigating the quality of education. With the city of Fontana seeking to strengthen their relationship with the San Bernardino County Library to maximize their presence along with the existing Education Coalition, the City has an opportunity to enhance lifelong learning beyond a K-12 education to its students.

Scenario

The City of Fontana "promotes and supports education achievement…[making] Fontana a leader in educational achievement" (Fontana, 2018 -e). Having collaborated with the San Bernardino County Library and the Education Coalition, the partners have provided the City of Fontana students with opportunities to obtain higher education and seek career opportunities outside of the industry sector.

As the San Bernardino County Library stepped in to ensure equitable resources to students who attend class at a physical institution and those participating in distance education, the addition of SBCL to the Education Coalition sought to implement programming and resources in both physical and digital formats. When preparing resources and programming,

collaborators took notice of the students in the low-income areas of Fontana who had no means of transportation to the SBCL locations nor access to stable internet for virtual programming.

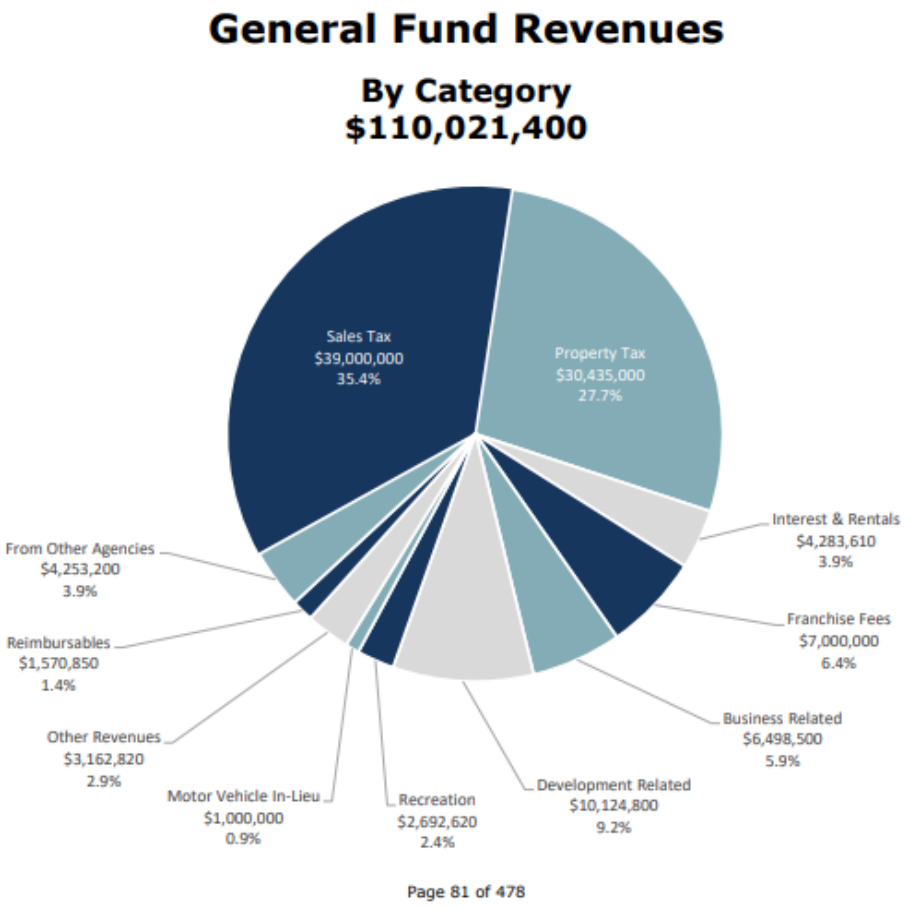
Considering these factors, SBCL and the Education Coalition created a schedule that allowed for the library to visit the schools at various times throughout the year. The visits often include representatives from surrounding universities, that showcase to students the application process for the school and filing for financial aid. Other visitors include recruiters from industries outside of the industrial sector, highlighting the success that may be achieved working in other professions.

Though Fontana was hesitant in showcasing the possibilities outside of the city limits, the hopeful prospect of attracting young families to their high-ranking schools and library systems ultimately prevailed. As students of Fontana advanced in their careers, such as Michael McClellan, "a Fontana High School graduate, [who] was recently appointed as dean…at Chaffey College … [whose] main campus is in Rancho Cucamonga and also has a satellite campus in Fontana" (Burnett, 2019), students understood the importance of Fontana's ideology of "working where you live."

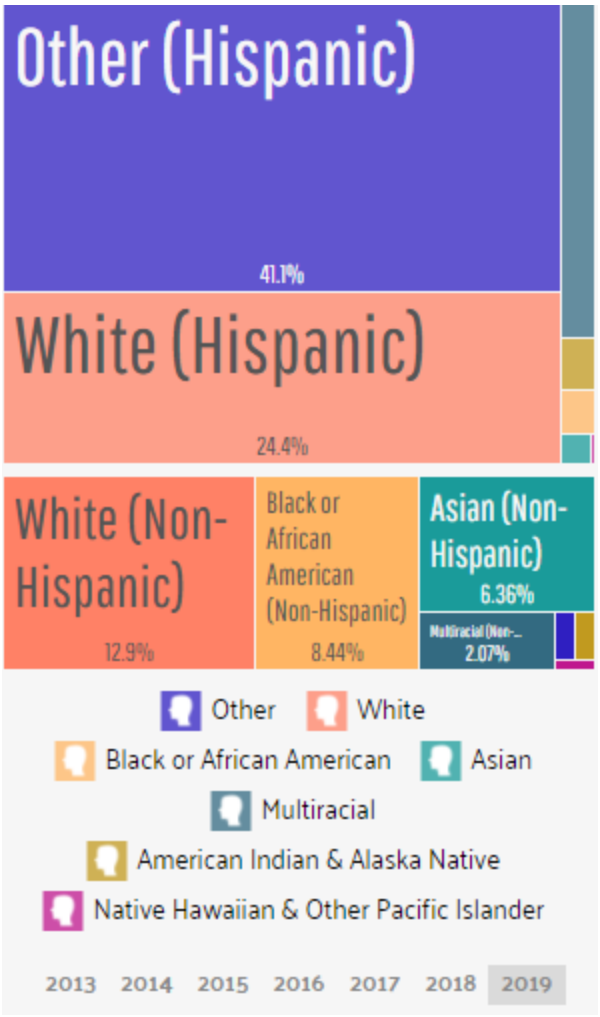
Explanation

Promoting and supporting lifelong learning, does not end with students working at the warehouse across the school they graduated from. The city of Fontana, SBCL, and the Education Coalition broadening the horizons for its students allows for them the achieve and attain careers outside of the industrial sector and still allow them to remain in Fontana; creating a prosperous city, with educated, happy, and successful residents.

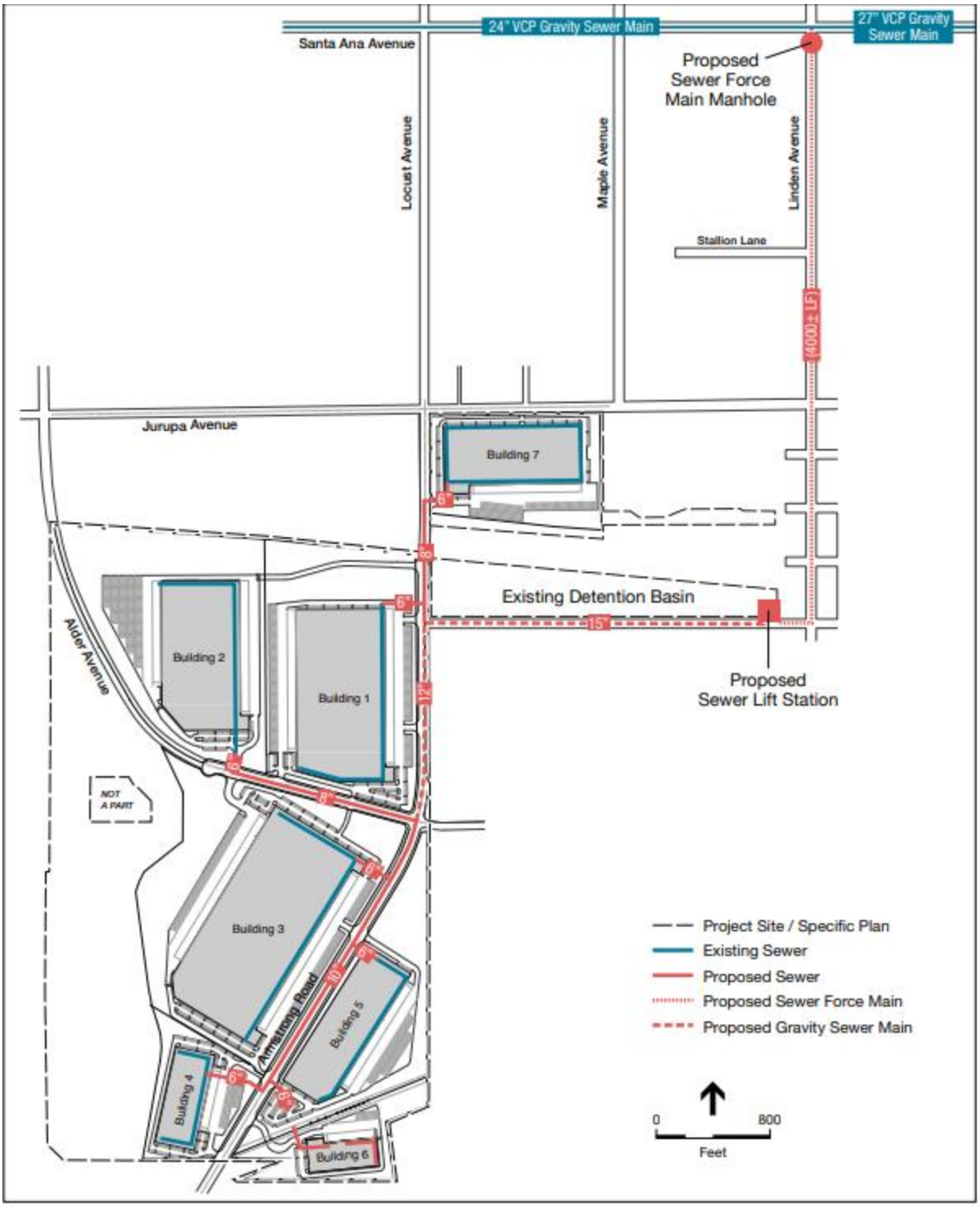
Appendix A



General Fund Revenues taken from [Adopted Operating Budget]



Race and Ethnicity chart from [Data USA]

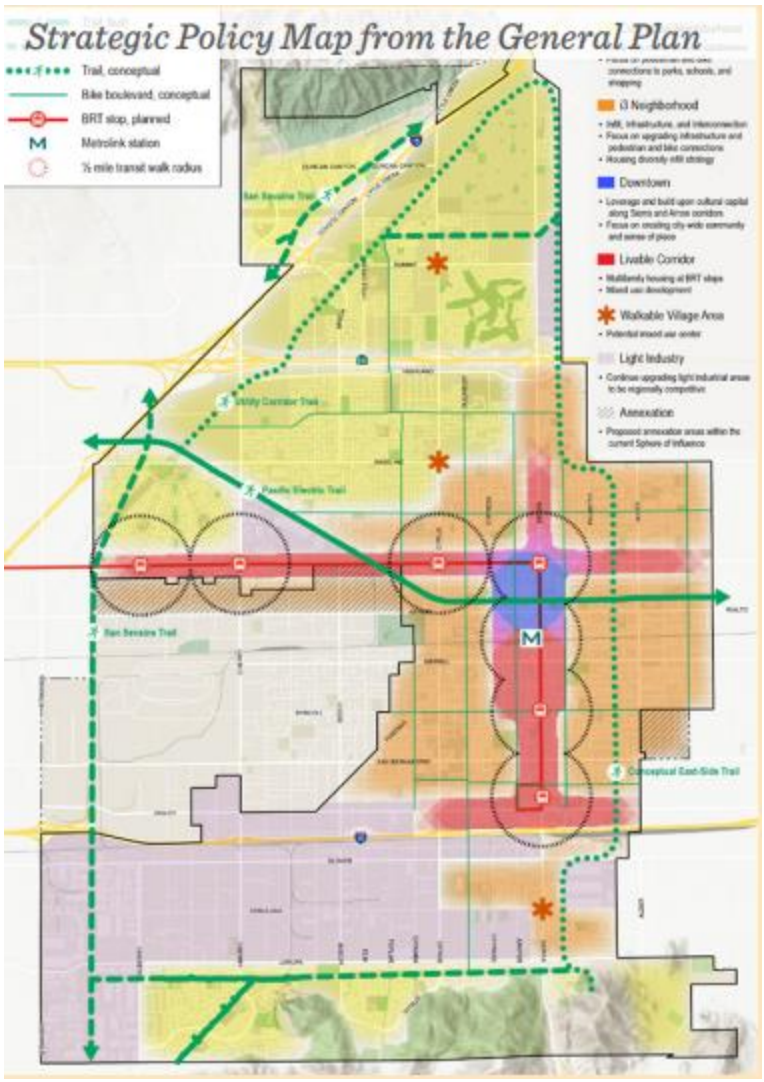


SOURCE: Thienes Engineering, Inc.

West Valley Logistics Center . 211220

Figure 6-2
Backbone Sewer System Improvements

Project Site and Sewer System taken from [West Valley Logistics Center Specific Plan]



Strategic Policy Map taken from [Fontana Forward: General Plan Update]

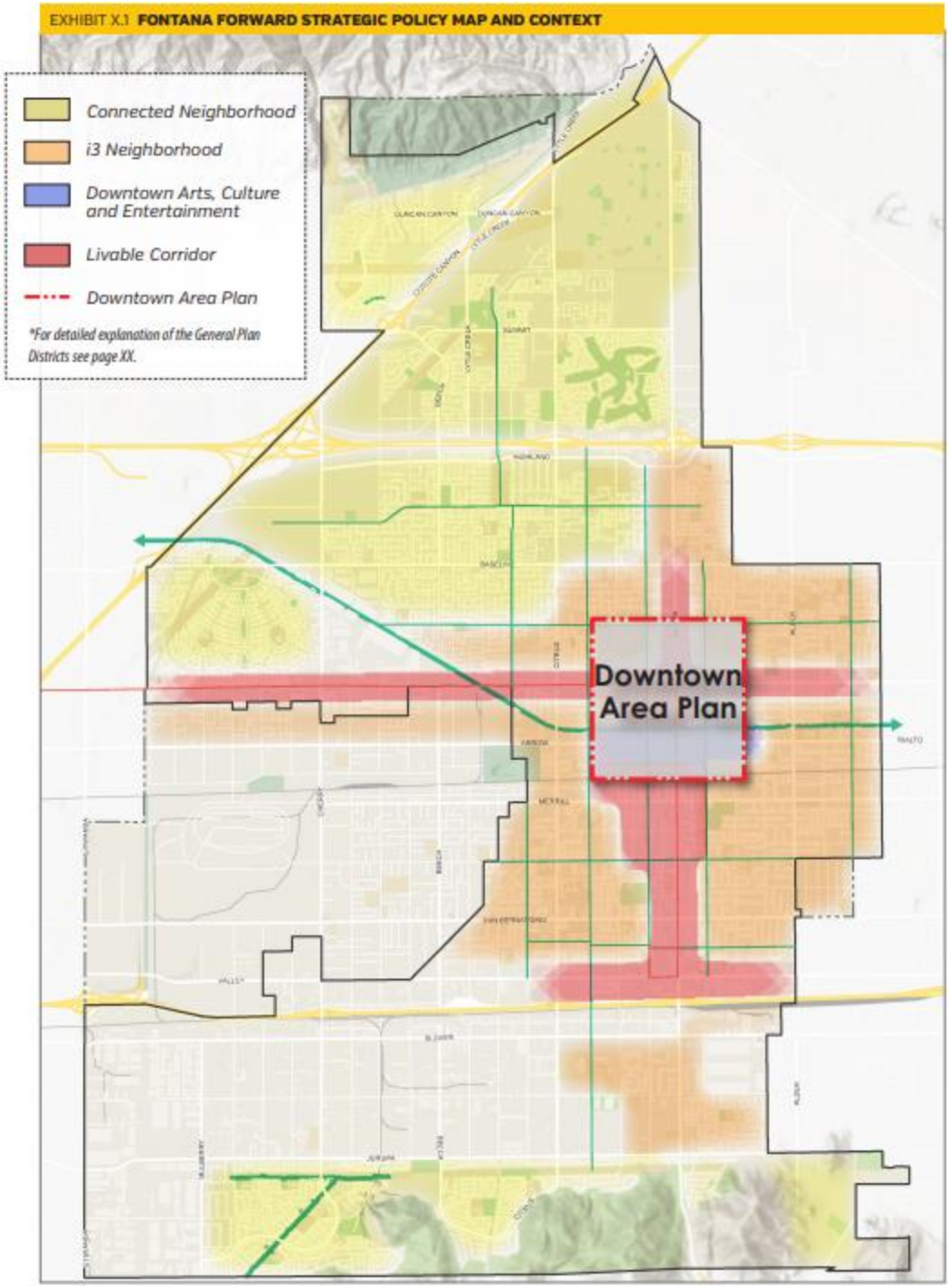


EXHIBIT X.1 FONTANA FORWARD STRATEGIC POLICY MAP AND CONTEXT
Connected Neighborhood
i3 Neighborhood
Downtown Arts, Culture and Entertainment
Livable Corridor
Downtown Area Plan
*For detailed explanation of the General Plan Districts see page XX.
Downtown Area Plan

Downtown Area Plan taken from [Fontana Forward: Downtown Area Plan]

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